Canadian Forces Grievance Board

Departmental Performance Report

For the period ending

March 31, 2009

The Honourable Peter G. MacKay
Minister of National Defence

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Chairperson's Message

I am pleased to submit the Canadian Forces Grievance Board's (CFGB) eighth Departmental Performance Report (DPR) for the period ending March 31, 2009.

Over the last year, the Board delivered on its promise to share with various stakeholders some of the valuable information it gathers while reviewing grievances. The Board launched *Perspectives*, a newsletter targeted primarily at senior officials at the Department of National Defence (DND) and the Canadian Forces (CF) with the objective of outlining general trends, flawed or inadequate policies, areas of dissatisfaction and problems of a systemic nature. In reporting these issues to the leadership, key decision-makers and professionals associated with conflict resolution in the CF, the Board plays an active role in improving conditions of service for all military personnel.

On the operational side, the Board acted proactively in response to the CF's concerns with regard to the length of time it takes to resolve a grievance from start to finish. As part of the process, the CFGB looked at ways of contributing to reducing overall delays by conducting an in-depth review of its internal processes. The result was an increase in efficiency in the case review process while maintaining the high quality of our Findings and Recommendations.

I am also happy to report that the CFGB made significant progress in the past year to ensure the Board's corporate management is well aligned with the Government of Canada's priorities. Corporate initiatives included expanding the Board's Integrated Business and Human Resources Plan to include an HR three-year strategic plan and a Succession Plan, the development of an Integrated Risk Management Framework, further enhancing the Board's records management system and the expansion of its information management activities to become a more fully integrated Information Management Program.

The CFGB also received a positive Management Accountability Framework (MAF) assessment from the Treasury Board Secretariat for its sound management practices.

The work that we have accomplished in the past year has set the stage for the future. The Board is committed to remain flexible in a changing environment; we will continue, in concert with other stakeholders, to look at ways of making complaint resolution in the CF more efficient and effective. The Board is also preparing to actively participate in the upcoming five-year review of the *National Defence Act* (NDA). In this environment we will continue to strive to maximize our value-added and fulfill our mission of *providing an independent and external review of military grievances to strengthen confidence in, and add to the fairness of, the CF grievance process.*

In this, the Board is supported by knowledgeable and experienced Board members and staff, as well as by sound management practices. I am confident that we are well equipped to achieve our newly revised vision of *becoming the centre of expertise in military grievances and a model administrative tribunal.*

Bruno Hamel
Chairperson

Section I – Overview

1.1 Summary Information

Raison d'être

The Grievance Context – The concept of military personnel having the right to grieve and receive redress is not new. However, Canada's introduction, in the year 2000, of the CFGB, a civilian external organization playing a key role in the CF grievance system, represents a major innovation in the handling of military grievances.

Mandate

The Canadian Forces Grievance Board is an independent administrative tribunal reporting to Parliament through the Minister of National Defence.

The Canadian Force Grievance Board reviews military grievances referred to it pursuant to s. 29 of the *National Defence Act* and provides findings and recommendations to the Chief of the Defence Staff and the member who submitted the grievance.

Responsibilities

As stipulated in the NDA and article 7.13 of the Queen's *Regulations and Orders for the Canadian Forces* (QR&O), the Board's mandate is to review all military grievances referred to it by the Chief of the Defence Staff (CDS). Following its review, the Board submits its Findings and Recommendations (F&Rs) to the CDS, simultaneously forwarding a copy to the grievor; it is the CDS, however, who is the final authority on all military grievances. The CDS is not bound by the Board's report, but must provide reasons, in writing, in any case where the Board's F&Rs are not accepted.

The Board has quasi-judicial powers and can summon witnesses and compel them to give oral or written evidence. Although hearings would normally be held in private, the Chair can deem a public hearing would benefit the participants and serve the public interest.

QR&O 7.12 sets out the types of grievances that must be referred to the Board. Specifically:

(1) The Chief of the Defence Staff shall refer to the Grievance Board any grievance relating to the following matters:
   (a) Administrative action resulting in the forfeiture of, or deductions from, pay and allowances, reversion to a lower rank or release from the Canadian Forces;
   (b) Application or interpretation of Canadian Forces policies relating to expression of personal opinions, political activities and candidature for office, civil employment, conflict of interest and post-employment compliance measures, harassment or racist conduct;
   (c) Pay, allowances and other financial benefits; and
   (d) Entitlement to medical care or dental treatment.

(2) The Chief of the Defence Staff shall refer every grievance concerning a decision or an act of the Chief of the Defence Staff in respect of a particular officer or non-commissioned member to the Grievance Board for its Findings and Recommendations.

Section 29.12 of the NDA stipulates that the CDS may also refer any other grievance to the Board.

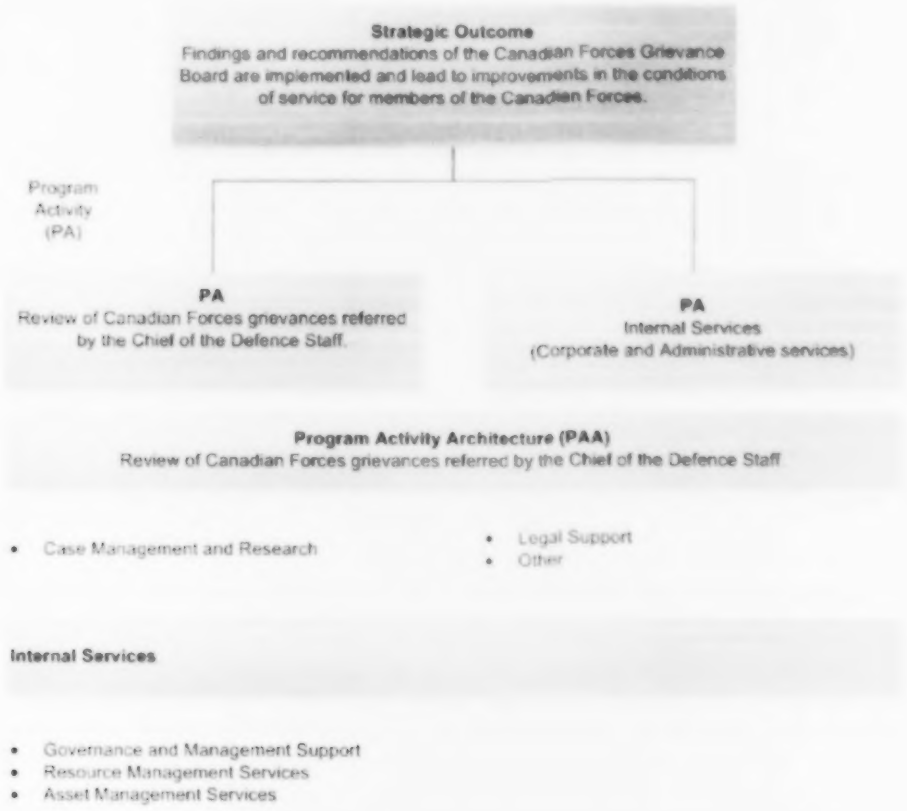
Strategic Outcome

In order to effectively pursue its mandate, the Board aims to achieve the following strategic outcome: Findings and recommendations of the Canadian Forces Grievance Board are implemented and lead to improvements in the conditions of service for members of the Canadian Forces.

Program Activity Architecture

The chart at Figure 1 illustrates the CFGB's framework of program activities which contribute to progress toward the Board's Strategic Outcome.

Figure 1


Strategic Outcome
Findings and recommendations of the Canadian Forces Grievance Board are implemented and lead to improvements in the conditions of service for members of the Canadian Forces.
Program Activity (PA)
PA
Review of Canadian Forces grievances referred by the Chief of the Defence Staff.
PA
Internal Services
(Corporate and Administrative services)
Program Activity Architecture (PAA)
Review of Canadian Forces grievances referred by the Chief of the Defence Staff
Case Management and Research
Legal Support
Other
Internal Services
Governance and Management Support
Resource Management Services
Asset Management Services

1.2 Summary of Performance

2008–09 Financial Resources ($ thousands)

Planned Spending	Total Authorities	Actual Spending
6,436.0	6,979.0	6,035.0

At the outset of the 2008-09 fiscal year, the Board's planned spending was $6.4 million. Through Main Estimates and Supplementary Estimates, the Board was allocated total authorities of $6.9 million. Actual spending for the CFGB was $6.0 million.

2008–09 Human Resources (FTEs)

Planned	Actual	Difference
46	38	(8)

The variance in Full-time Equivalents (FTEs) from 46 to 38 is primarily due to delays in staffing of positions.

Performance Summary

Strategic Outcome: Findings and Recommendations of the Canadian Forces Grievance Board are implemented and lead to improved conditions of service for members of the Canadian Forces.

Performance Indicators	Targets	2008–09 Performance
The percentage of systemic recommendations that merit further study.	75% of recommendations that merit further study are accepted by the CDS.	Out of the 124 decisions from the CDS received during the period, 23 cases presented 25 systemic recommendations for further study and the CDS accepted 72%. During the reporting period systemic recommendations related to problems with procedural fairness, additional training on Cadet Harassment and Abuse Prevention process, quality of provided information specifically in publications related to pension plans and release pay benefits.
The percentage of the Chief of the Defence Staff agreement with the Board's recommendations regarding the interpretation and application of regulations, policies and guidelines.	80% agreement	Out of the 124 decisions from the CDS received during the period, 20 of the 25 systemic recommendations dealt with interpretation and application of regulations, policies and guidelines. The CDS was in agreement in 70% of those recommendations. During the reporting period major trends were reflected in a number of grievances: inconsistencies between regulation and policy and errors stemming from the administration of the enrolment process.
The percentage of survey respondents indicating that the Board has contributed to changes to CF regulations, policies and procedures.	70% agreement	Success regarding this performance indicator will be assessed through formal evaluations every 5 years. The next evaluation will be conducted in 2009-10.

($ thousands)

Program Activity	2007–08 Actual Spending	2008–09 Main Estimates	Planned Spending	Total Authorities	Actual Spending	Alignment to Government of Canada Outcomes
Review of Canadian Forces grievances referred by the Chief of the Defence Staff	3,325.2	3,354.0	3,354.0	3,336.0	3,059.0	Government Affairs
Internal Services	2,896.8	3,082.0	3,082.0	3,643.0	2,976.0	Government Affairs
Total	**6,222.0**	**6,436.0**	**6,436.0**	**6,979.0**	**6,035.0**	

Contribution of Priorities to Strategic Outcomes

Operational Priorities	Type	Status	Linkage to Strategic Outcome(s)
Productivity Strengthened performance through monitoring its Performance Measurement Strategy and by seeing that its timeline standards are met.	Ongoing	Not met 21% of cases met the standard of 6 months review while 51.3% were slightly over averaging a 9 months review. During the period of this report, the Board completed cases for which the review had mainly been done under a different process which increased the time the case spent at the Board. The expectation was that the introduction of additional steps to the Board's internal process would reduce the overall completion time of grievances at the final authority level. While the pilot project ended during the reporting period, a number of cases completed during this reporting period had been part of the pilot project. The Board conducted an in-depth study with the aim of improving its internal file review process and the Board regained the desired level of efficiency. In some cases, the new process also yielded an additional benefit by facilitating withdrawals and informal resolutions much earlier in the process than was previously the case.	Strategic Outcome (PA) Review of Canadian Forces grievances referred by the Chief of the Defence Staff

Operational Priorities	Type	Status	Linkage to Strategic Outcome(s)
Improving the CF grievance system Contributed to improving the system by sharing lessons learned with stakeholders/partners involved in the military grievance system	Previously committed to	Successfully met The Board disseminated information on the impact of its work by launching a newsletter targeted primarily at senior CF officials at the Department of National Defence (DND) Headquarters	Strategic Outcome (PA) Review of Canadian Forces grievances referred by the Chief of the Defence Staff
External communications Reached out to CF members and other stakeholders to build awareness of the Board's mandate and foster an understanding of the service it provides, as well as the impact of its work and its value-added	Ongoing	Successfully met The Board published an insert in the *Maple Leaf*, the weekly national newspaper of DND and the CF, which included information about the Board and summaries of cases reviewed by the Board	Strategic Outcome (PA) Review of Canadian Forces grievances referred by the Chief of the Defence Staff

Management Priorities	Type	Status	Links to Strategic Outcome
Excellence in Management: The continued co-ordination of a strong governance and accountability framework to ensure that the Board remains focused on results.	Ongoing	Successfully met Enhanced capacity to collect and use performance information for informed decision making at all levels Improved integration of the risks the Board faces, and how best to mitigate them within the Board's processes	Strategic Outcome (PA) Internal Services
Public Service Renewal: Improving the integration of business planning with human resources (HR) planning to respond to changing demographics, projected labour shortages, effective labour relations and evolving learning needs.	Previously committed to	Successfully met Improved integration of business and HR plans Put in place specific measures regarding recruitment to achieve representation of designated groups according to workforce availability Identified the development of leadership competencies as a priority and in 2008-09 leadership courses provided by the Canada School of Public Service (CSPS) were offered to all executives and feeder groups Enabled employees to plan their careers and develop learning plans that addressed the gaps in their skills and knowledge	Strategic Outcome (PA) Internal Services

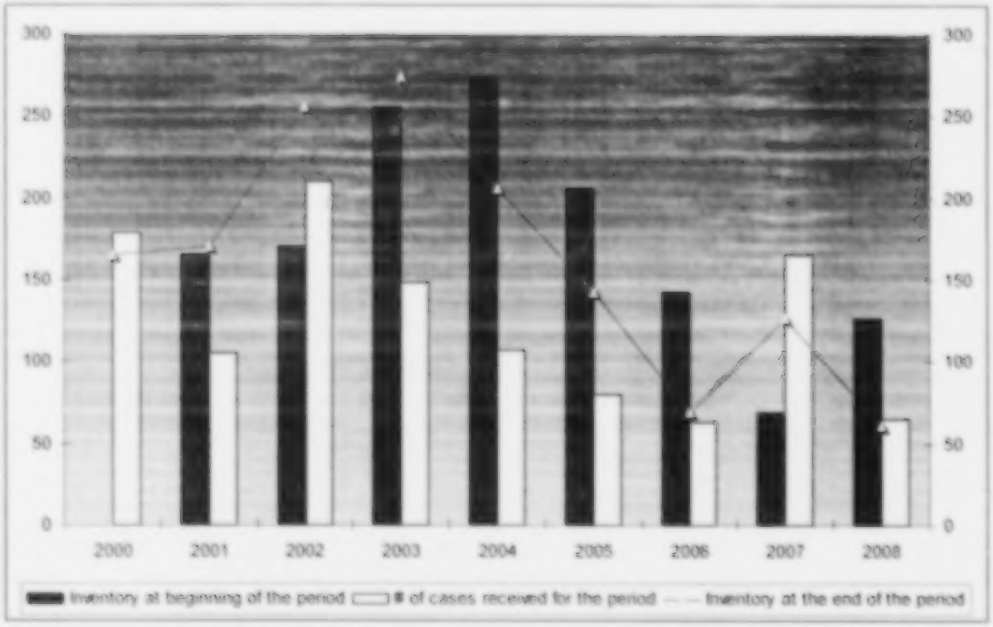
Management Priorities	Type	Status	Links to Strategic Outcome
		Provided employees with training and learning opportunities to ensure the attainment of the Board's strategic business and corporate goals All executives have clear, assessable on-going and key commitments. The revised Performance Management Program was implemented in the first quarter of 2008-09 for all eligible excluded or unrepresented employees and the Board expanded the more rigorous system to include all Executive Group (EX) feeder groups Services standards for pay, staffing and classification are established	
Values and Ethics: Highlight the importance of public service values as the foundation of ethical behaviour	Ongoing	Successfully met The Board launched its five-year action plan to promote Public Service Values and Ethics within the Board	Strategic Outcome (PA) Internal Services

Risk Analysis

Some key factors beyond the direct control of the Board can influence the realisation of its main objectives. One significant factor is that the Board has no control over the number of grievances referred in any given year. Significant fluctuations will have an impact on the financial and human resources planned by the Board to ensure that F&Rs are issued in a timely basis. To mitigate this risk, the Board monitors workload planning assumptions on an ongoing basis. Workload planning assumptions provide the basis for establishing the correct number and mix of staff to meet the objectives of providing a timely review of grievances, consistent with the Board's production standards.

The Board focussed on achieving efficiency in the grievance review process to reach a steady-state of operations where the completion rate of a 1-1 ratio could be attained. From 2000 to 2004, the CFGB based its planning assumptions on an estimated referral of 120 to 140 cases per year; since then there has been a decline where it is expected that an average of 75 to 90 cases will be referred per year. Consultations with the Director General Canadian Forces Grievance Authority (DGCFGA), whose role is to oversee the administration of the CF grievance system, indicate that there has been a trend showing a decline in the number of grievances from 350 to 250 at the Final Authority (FA) level in the system overall. Figure 2 demonstrates the decline of cases referred and the state of the inventory over the years.

Figure 2



Under the current system, the Board reviews approximately 40% of grievances at the FA level. Discussions within the CF are presently taking place with regard to further streamlining the CF grievance system as a whole. The streamlined process may include changes to the Board's own grievance review process as a different model may be adopted for the referral of grievances to the Board in order to maximize its resources.

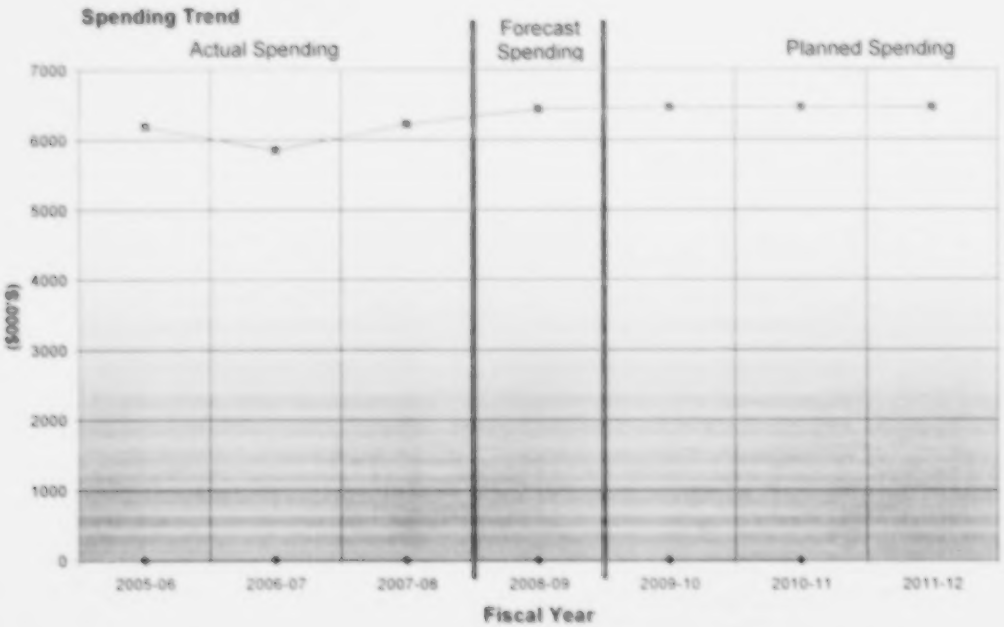
The Board also responded to another concern related to the duplication and sometime overlap with the many CF resolution processes available to grievors. A trial is underway of a new "principled approach" to grievance referral founded on the value-added the Board review could bring to the resolution of grievances. Under this approach the Board would review all grievances for which the CF was unable to find a resolution mutually accepted by all parties. This approach is being discussed within the CF and is generally supported by senior officials.

As well, the Board faces several key HR and information management and informatics challenges. Some of these challenges, common to the Public Service, include changing demographics, projected labour shortages, effective labour relations and evolving learning needs. To ensure that the Board meets these challenges and to strengthen its human resources management, the Board has developed an HR three-year strategic plan and a Succession Plan. As well, the Board has made it a management priority to ensure that the integrity and completeness of information within the organization is not compromised or lost.

Expenditure Profile

CFGB's actual spending for 2008-09 was $ 6.0 million. Over the past three years actual spending has increased by 3% from 2006-07 levels. This increase was primarily due to collective bargaining agreements. The chart at Figure 3 shows the Board's spending trend over a six-year period (three-year actual spending and three-year planned spending)

Figure 3



Voted and Statutory Items

This table illustrates the voted items Parliament approved through the Main Estimates. The statutory items are displayed for information purposes only.

($ thousands)

Vote # or Statutory Item (S)	Truncated Vote or Statutory Wording	2006-07	2007-08	2008-09	
		Actual Spending	Actual Spending	Main Estimates	Actual Spending
15	Operating expenditures	5,288.2	5,605.0	5,864.0	5,490.0
(S)	Contributions to employee benefit plans	563.8	617.0	572.0	545.0
Total		5,820.0	6,222.0	6,436.0	6,035.0

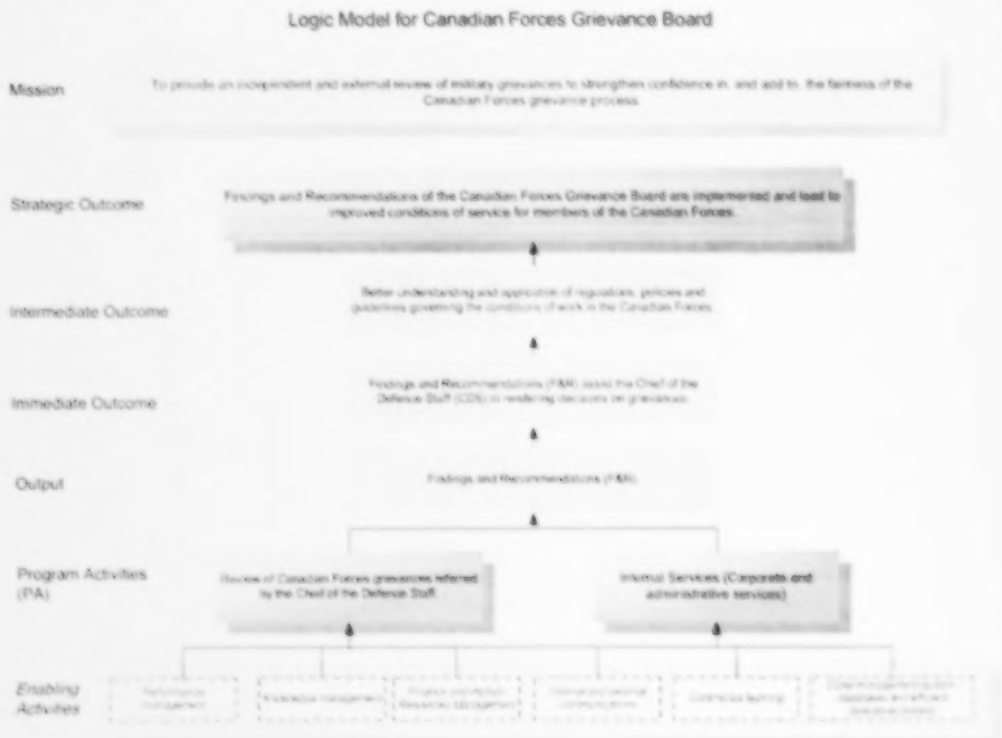
Section II – Analysis of Program Activities by Strategic Outcome

2.1 Strategic Outcome - Findings and Recommendations of the Canadian Forces Grievance Board are implemented and lead to improved conditions of service for members of the Canadian Forces.

The Board conducts objective and transparent reviews of grievances with due respect to fairness and equity for each member of the CF, regardless of rank or position. It ensures that the rights of military personnel are considered fairly throughout the process and is committed that its Board Members act in the best interest of the parties concerned. Complaints can be indicators of broad or systemic issues that may offer useful information to prevent problems or to improve policies or procedures. The Board meets the challenge to justify its raison d'être by ensuring that grievors and leadership within the CF are aware of the value-added that the Board provides in its F&Rs.

The Board's Logic Model at Figure 4, illustrates how each of the items contributes to the fulfillment of the Board's mission and the achievement of its strategic outcome.

Figure 4


Logic Model for Canadian Forces Grievance Board
Mission
To provide an independent and external review of military grievances to strengthen confidence in, and add to, the fairness of the Canadian Forces grievance process
Strategic Outcome
Findings and Recommendations of the Canadian Forces Grievance Board are implemented and lead to improved conditions of service for members of the Canadian Forces
Intermediate Outcome
Better understanding and application of regulations, policies and guidelines governing the conditions of work in the Canadian Forces
Immediate Outcome
Findings and Recommendations (F&R) assist the Chief of the Defence Staff (CDS) in rendering decisions on grievances
Output
Findings and Recommendations (F&R)
Program Activities (PA)
Review of Canadian Forces grievances referred by the Chief of the Defence Staff
Internal Services (Corporate and administrative services)
Enabling Activities

Expected Results: Better understanding and application of regulations, policies and guidelines governing the conditions of work in the Canadian Forces.

These expected results are the longer term result that flow from the Board's activities, outputs and immediate outcomes and which demonstrate progress towards achieving its strategic outcome. As the Board is reaching its 9 year mark, it has not yet been able to verify substantial evidence of this result as it may be subject to influences beyond the Board's work.

Benefits for Canadians: The Board's unique position as an independent and external organization to DND and the CF adds adjudicative fairness to the CF grievance system and contributes to improved conditions of service for its members. The Board gathers information from grievances and shares that information with senior CF leadership through publications and outreach activities targeted at various stakeholders audiences. The Board endeavors to ensure stakeholders benefit from its wealth of experience, knowledge and expertise and are aware of the value-added the CFGB brings to the military complaint resolution processes.

Performance Analysis: After more than eight years in operation, it is clear to the Board that information gleaned from its review of grievances should be shared with decision-makers to prevent problems and inform future decisions.
Acting on this idea, the Board launched *Perspectives*, a newsletter targeted primarily at senior CF officials at DND Headquarters. In its first issue, published in the third quarter of 2008-09, the Board shared some of the valuable lessons learned from the more than 1,000 cases for which it has provided F&Rs since its creation in 2000. The first issue of *Perspectives* summarized three major trends reflected in a number of grievances: inconsistencies between regulation and policy; errors in recruit enrolment; and problems with procedural fairness.

"I just wanted to let you know that I very much enjoyed receiving a copy of your first issue of Perspectives *... Very useful to see the trends and issues that you and your team are finding in your work. I will be circulating* Perspectives *to my senior military and civilian personnel as there are some issues where I believe we can influence the way ahead."*

Rear-Admiral Bryn M. Weadon
Assistant Deputy Minister (Fin CS)
Department of National Defence

Perspectives was so well received by senior officials that the Board has decided to publish it on a regular basis. Issues of *Perspectives* are available on the Board's Website at the following address: http://www.cfgb-cgfc.gc.ca/English/PandR.html.

The Board also published an insert in the *Maple Leaf*, the weekly national newspaper of DND and the CF, which included background information on the Board and provided summaries of cases of interest reviewed by the Board.

Lessons Learned: One of the benefits of having military grievances reviewed by an agency outside the CF is that the Board with its well-developed Information Management System is able to identify general trends, flawed or inadequate policies, areas of dissatisfaction and problems of a systemic nature and report them to the leadership, key decision-makers and professionals associated with conflict resolution in the CF. Also, judging by the comments received on *Perspectives*, it is apparent that it is filling a need within the CF.

Program Activity: Review of Canadian Forces grievances referred by the Chief of the Defence Staff.

2008-09 Financial Resources ($ thousands)			2008-09 Human Resources (FTEs)		
Planned Spending	**Total Authorities**	**Actual Spending**	**Planned**	**Actual**	**Difference**
3,354.0	3,336.0	3,059.0	28	24	4

Expected Results	Performance Indicators	Targets	Performance Status	Performance Summary
Findings and Recommendations (F&R) assist the Chief of the Defence Staff (CDS) in rendering decisions on grievances.	% of the Chief of the Defence Staff Decisions in agreement with CFGB's recommendations.	CDS agrees with 80% of CFGB's recommendations.	Mostly met	71.5% fully endorsed by the CDS 16.3% partially endorsed by the CDS
Findings and Recommendations delivered expeditiously.	% of CFGB's grievance process timeline standards met.	Established standards are being met 75% of the time.	Not met	21% met standards. 51.3% exceeded the timeline standards.
	Closure rate of disposition of cases over a 3 year average.	1:1 closure rate.	Exceeded	1.48
Fair, impartial and transparent grievance review process.	% of survey responses from grievors satisfied with the fairness, impartiality and transparency of the Board's Findings and Recommendations.	75% in agreement.	Mostly met	74.06%

Performance Analysis:

Grievances Completed during the Period

There have been certain trends or an increase of cases in certain areas during 2008-09. The Board has received a significant number of grievances where erroneous information was provided to new recruits, either during their enrolment process, or in actual enrolment messages. The Board has also seen an increase in the number of grievances where members contested the administrative measures imposed or their release relating to misconduct on the basis that the underlying cause of their behaviour was a medical condition, such as post-traumatic stress disorder. Finally, the Board has reviewed a number of cases where new pilots were complaining that their pay was being erroneously calculated. In the latter cases, having concluded that the CF had made an error, the Board was able to make a systemic recommendation which resulted in the review and correction of other pilots' files.

Table 1 outlines the distribution of outcomes of the 119 cases completed by the Board for the period.

Table 1

Grievance Categories	Grievance Reviews Completed during the period						
	Upheld	Partially Upheld	Withdrawn due to CF Informal Resolution	Withdrawn	Denied	No jurisdiction	Total
Financial	9	3	8	2	32		54
General	9	12	5	1	12		39
Harassment-Discrimination		2		1	5		8
Release	2	3			12	1	18
Total	**20**	**20**	**13**	**4**	**61**	**1**	**119**

The Board established an average six-month timeline to complete a grievance. A process introduced in 2007, in coordination with the DGCFGA, with the aim of improving the overall efficiency of case review at the FA level, resulted in increasing the elapsed time the grievance would stay at the Board.

The decline in the number of cases completed at the Board within the six-month average is shown in Table 2 for cases referred in 2007.

Table 2

Year Referred to CFGB	#Cases Completed	Less than 6 months	6 months to 1 year	More than 1 year
2004	1	0.0%	0.0%	100.0%
2006	2	0.0%	0.0%	100.0%
2007	87	2.3%	63.2%	34.5%
2008	29	79.3%	20.7%	0.0%
Total	**119**	**21.0%**	**51.3%**	**27.7%**

In 2008, after the process was modified and changes were introduced to the internal review processes, the Board regained the desired level of efficiency, where 79.3% of the 2008 cases referred and completed during 2008-09, were done under the six-month time limit.

Since its inception, the Board has worked hard to maintain a steady state of operations where its inventory of cases does not contain files older than one year. The last three years have seen a considerable improvement. Last year, only 33 completed cases had been with the Board for more than one year, mainly due to their complexity. By the end of the reporting period 12 cases older than 1 year remain in the Board's inventory.

CDS Decisions

For the period covered by this report, the Board received CDS decisions in response to 124 grievances. Eight grievances for which the Board had issued F&Rs were withdrawn at the CDS level. As shown in Table 3, the CDS fully endorsed CFGB's F&Rs and accepted informal resolution in 71.5% and partially endorsed 16.3% of the recommendations from the Board.

Table 3

	Chief of the Defence Staff (CDS) Decisions Received during the period					
CFGB's Findings and Recommendations (F&R)	**CDS fully endorses CFGB's F&R**	**CDS partially endorses CFGB's F&R**	**CDS does not endorse CFGB's F&R**	**CDS accepts CF Informal Resolution**	**Cases withdrawn at CDS Level**	**Grand Total**
Upheld	9	4	6	1	1	21
Partially Upheld	8	9	4		2	23
Denied	56	6	4		5	71
Withdrawal due to CF Informal Resolution				8		8
No Standing*	1					1
Grand Total	**74**	**19**	**14**	**9**	**8****	**124**

*No standing – the Party does not have the right to make a legal claim or seek judicial enforcement of a duty or right (e.g. a non-member of the CF)

** Grievances withdrawn at the CDS level have been taken out of the grand total

Feedback from Grievors

The Board developed a mail survey, designed to seek feedback from grievors and started sending out the surveys in 2005. For the period covered by this report, 36 grievors responded to the survey.

The following results cover questions in the survey relating to the grievor's satisfaction with the impartiality of the Board's F&Rs and the fairness and transparency of the review process.

Objectivity – 69.5% of grievors agreed and strongly agreed that, without considering the overall satisfaction with the outcome of the grievance, their grievance was reviewed by the CFGB in a fair and unbiased manner.

Survey responses from grievors
for the period 04/01/2008 to 03/31/2009

	Objectivity
Strongly Agree	52.8%
Agree	16.7%
Neutral	11.1%
Disagree	8.3%
Strongly Disagree	11.1%

Procedural fairness – 86.1% of grievors agreed and strongly agreed that they were provided with the appropriate disclosure of information and given the opportunity to respond.

Survey responses from grievors
for the period 04/01/2008 to 03/31/2009

	Procedural Fairness
Strongly Agree	58.3%
Agree	27.8%
Neutral	0.0%
Disagree	0.0%
Strongly Disagree	13.9%

Lessons Learned: The Board consistently seeks to improve its internal review process to save time while maintaining the quality of the F&Rs. One key initiative that yielded significant savings in time was the introduction of a case conference at an early stage of the review process. The case conference includes the assigned team leader, grievance officer and legal counsel to identify key issues and problems that might cause delays if identified later in the process.

The Board is of the view that it is capable of reviewing a broader range of grievances than it does at present. The development of expertise and an efficient process position the Board to take on more files. Every grievor, as well as the CDS, benefits from an independent, external review through the Board's considerable knowledge and unique in-house expertise.

The survey provides grievors an opportunity to give the Board anonymous feedback. The information gathered is evaluated on an ongoing basis so that the board can assess the valuable feedback and take appropriate action as required.

Program Activity: Internal Services

2008-09 Financial Resources ($ thousands)			2008-09 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
3,082.0	3,643.0	2,976.0	18	14	4

Internal services support a common government-wide approach to planning, designing, budgeting, reporting and communicating. As a small agency, the Board is required to report on 3 sub-activity levels; Governance and Management Support; Resources Management Services; and Assets Management Services.

Performance Analysis: The Board is committed to strive towards management excellence. Throughout the past year, the CFGB focused on ensuring the Board's management initiatives were well aligned with the Public Service Renewal priorities, as well as the priorities outlined in the Clerk of the Privy Council's *Fourteenth Annual Report to the Prime Minister on Public Service of Canada*. As well, the Board used the Management Accountability Framework (MAF), the government's own blueprint for sound management, as the foundation for its operational and strategic planning, with a particular emphasis on values and ethics. The Board's MAF round V assessment generally identified sound management practices at the Board. However, some areas were identified as opportunities for improvement. Acting on the MAF assessment, the Board developed an action plan and implemented the following:

- The Board expanded its Integrated Business and Human Resources Plan to include a Succession Plan. This initiative ensures that HR is a fully integrated element of the Board's business planning and reporting.
- An Integrated Risk Management Framework was developed and a risk approach incorporated into the CFGB decision-making process. Senior management recently reviewed and updated

the Board's corporate risk profile and assigned accountabilities for the implementation of mitigation strategies.

- The Board also made it a management priority to ensure that the integrity and completeness of information within the organization is not compromised or lost. To this end, the Board not only further developed its records management system and enhanced management applications, it expanded its information management activities to include all the elements of an Information Management (IM) Program: IM Governance; IM Architecture; IM Guidance, Advice and Tools; and IM Policy.

In 2008, the Board was recognized twice for its efforts to align its HR management with the priorities of the Public Service Renewal and to improve its staffing processes and practices.

- In its 2007-08 Annual Report, the Public Service Commission of Canada (PSC) listed the CFGB as one of the top four performers in the Small Organizations category. The classification was based on the assessment of the 2007-08 Departmental Staffing Accountability Reports conducted by the PSC.
- The CFGB is an active member of the HR Co-op Group established in 2005 and comprised of five small federal organizations with judicial or quasi-judicial powers. The group's mandate is *"to explore opportunities to leverage their capacity to implement and sustain human resources management practices that support departmental business objectives and goals of the Public Service Modernization."* Last year, the Board shared the HR Best Team Award for 2007 with its partners within the HR Co-op Group for their *"innovative approach to sharing information, practice and tools... using a collaborative model aligned with the concept of shared services."* The team was recognized by the HR Council, which represents the leadership of the HR community in the Federal Public Service.

In 2008, the CFGB continued to highlight the importance of public service values as the foundation for ethical behaviour. One deliverable in this area was the launching of a five-year action plan to promote the Public Service Values and Ethics within the Board. The plan included disseminating information to all employees on key issues, cases and examples, and mandatory training. Employees also participated in anti-harassment and anti-discrimination workshops. The Board believes these activities provide employees with the opportunity to explore the foundational concept of values and ethics, and to learn how to deal with conflicts of interest and resolve ethical dilemmas and accountability issues.

"In this first Annual Report, we would like to cite just a few examples of organizations that, in our initial contact with them, have demonstrated leadership in promoting integrity through prevention... Many departments, agencies and tribunals have already been open to and proactive in working with our office on prevention. Among these, we can cite the Canadian Forces Grievance Board..."

Public Sector Integrity Canada
2007-2008 Annual Report

Lessons Learned: In small agencies, the lack of depth in the corporate functional areas means that the loss of even one employee can result in a significant loss of corporate capacity. The Board's plans for knowledge transfer and the documentation of processes and procedures strengthened the provision of corporate services.

Participation in a variety of interdepartmental groups, including HR Co-op, the Small Agencies Administrative Network (SAAN) and the National Defence Portfolio Council provide opportunities to leverage information exchange and maximize limited resources.

Section III: Supplementary Information

3.1 Financial Highlights

The financial highlights presented within this DPR are intended to serve as a general overview of CFGB's financial position and operations. The Board's financial statements can be found on the CFGB's website at: http://www.cfgb-cgfc.gc.ca

Condensed Statement of Financial Position

For the period ending March 31, 2009	(in thousands of Dollars)	Percentage Variance	2009	2008
Assets	Total Assets	165%	178	67
Liabilities	Total Liabilities	6.8%	1,334	1,249
Equity	Total Equity	-2.0%	(1,156)	(1,182)
Total		165%	178	67

Condensed Statement of Operations

For the period ending March 31, 2009	(in thousands of Dollars)	Percentage Variance	2009	2008
Expenses	Total Expenses	-5%	6,159	6,490
Revenues	Total Revenues	-	-	-
NET COST OF OPERATIONS		-5%	6,159	6,490

CFGB invested a significant sum in 2008-09 to purchase computer software and hardware, therefore increasing its assets by 165%.

3.2 List of Tables

The following table is located on the Treasury Board Secretariat website at the following address: http://www.tbs-sct.gc.ca/estsd-bddc/index-eng.asp

Internal Audits

3.3 Other Items of Interest

Contacts for further information

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Visit the Board's Web site at http://www.cfgb-cgfc.gc.ca/ for more information about its work, case summaries, and other additional reports.